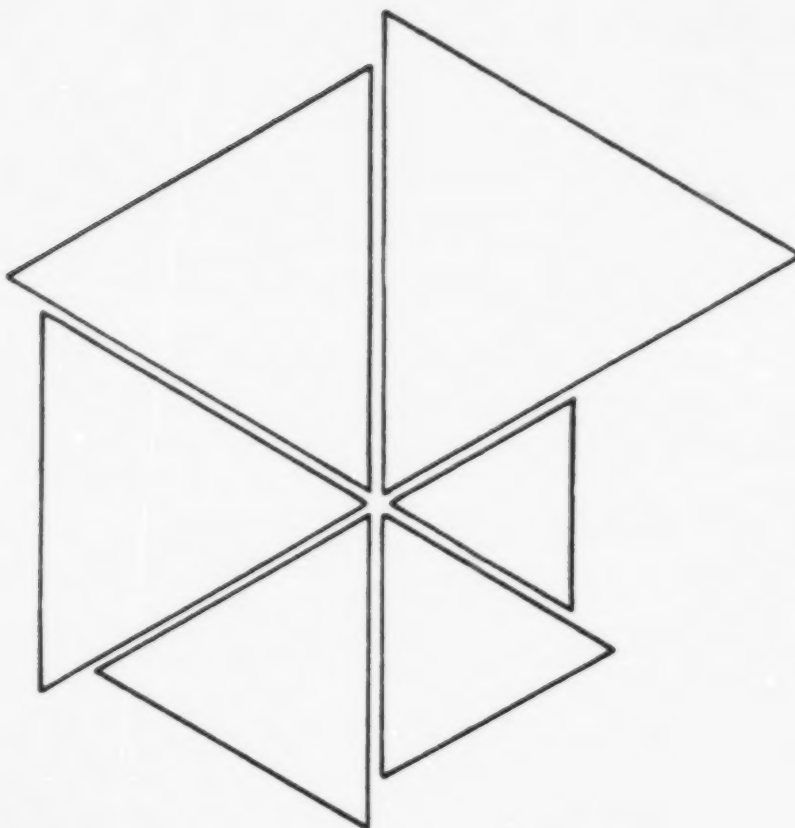


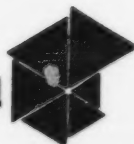
SKILLS PROGRAM

1988-1989 ANNUAL REPORT



Skills Program

FOR MANAGEMENT VOLUNTEERS



**Manitoba
Culture, Heritage
and Recreation**



1988 - 1989 ANNUAL REPORT

OF THE
SKILLS PROGRAM

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SKILLS PROGRAM

1988 - 1989 ANNUAL REPORT Cont'd

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A. BACKGROUND

The Skills Program was established as a result of a National and Provincial study conducted with a variety of not-for-profit organizations in 1982 and 1983. During the course of these studies, organizations identified a need for training and resource materials directed at improving the skills of management volunteers.

Representatives of the provincial/territorial governments, Fitness and Amateur Sport and a variety of national organizations then met and agreed upon a major national thrust in the form of a comprehensive program of volunteer leadership development -- The National Skills Program for Management Volunteers.

The planning, development and implementation of the Skills Program has operated and continues to operate, as a collaborative federal/provincial/territorial effort. Although there is a delineation of responsibilities at the national level, as well as the provincial/territorial levels, many of the specific program components overlap and are shared.

B. THE PROGRAM

In Manitoba, the Skills Program has been in operation since 1984. A strong, cooperative relationship with the national body has been developed over the past five years, resulting in the provision of quality training and resources to all client groups, of Manitoba Culture, Heritage and Recreation.

1. Program Objective

The primary objective of the program is to improve the management skills of volunteer boards of client groups served by the Department throughout Manitoba.

2. Major Client Groups

The major client groups of this program include:
Recreation Commissions
Community Recreational Interest Groups
Provincial Recreation Agencies
Regional/Provincial Sport Associations

Major Client Groups (Cont'd)

Ethnocultural Organizations
Cultural/Arts Organizations
Fitness Organizations
Francophone Cultural Organizations
Historical Societies and Museum Boards
Public Library Boards

3. Programming Available

The program provides training to volunteer organizations in the following topic areas:

*1 Assessing Your Voluntary Organization
Role of the Board
Fundraising and Grantsmanship
Effective Meetings

**2 Long and Short Term Planning
Marketing
Time Management
Leadership
Volunteers Working Together
Financial Management

4. Trainer Availability

A major program focus is directed towards the recruitment and training of trainers. A resource bank of 60 trainers now exists and is available to volunteer organizations on demand.

* Resources Developed by the Recreation Branch

** Resources Developed by the National Skills Program

Appendix F.1 provides one-page outlines of each of the ten topics listed above.

C. DELIVERY SYSTEM

1. Delivery Agents

A network of delivery agents has been developed to ensure that the resources of the Program are available to the community. These agents play a vital role within the delivery of various program components.* As the Program expands, this delivery system has been broadened and a decentralized approach is considered necessary in order to meet community needs.

2. Marketing/Promotion

The Branch will continue to target a variety of agents in the promotion and delivery of the Program. Focus will also be placed on strengthening the delivery agents that now exist and forming relationships with other agencies in the business of organizational development and training.

In 1989/90, the National Skills Program will develop a nation-wide promotional plan, Manitoba will assist in the development and implementation of that plan.

* Refer to Appendix F.2 for a breakdown of the roles of the various delivery agents.

D. PROGRAM ACHIEVEMENTS

1. General Achievements 1988/89

- In 1988/89, a total of 3,004 volunteers, representing 1,349 organizations/communities participated in 129 workshops.
- The Trainer's Resource Bank was updated and a total of 60 qualified trainers are available to community groups.
- A new Role of the Board module has been developed, piloted and will be finalized in 1989.
- A Marketing Strategy has been developed and will be finalized and implemented in 1989/90.
- An Organizational Development Binder/Kit for consultants is currently being developed.
- A Trainers' Self Assessment Tool was developed and distributed.
- A Needs Assessment Booklet was developed and distributed.
- Training for Trainers Level I, II and III course content was finalized and packaged.
- Regional Training Groups were further developed in Norman and Parkland.
- An Apprenticeship Pilot Project was developed and piloted. It is now a component of trainer development.
- A National Master Trainers' Seminar was held in Manitoba.

2. Workshops Delivered

a) Total Workshops Delivered from 1985 - 1989

Since 1985, approximately 10,836 volunteers, representing approximately 4,444 organizations or communities, have participated in 417 workshops.*

b) Client Group Breakdown of Workshops Delivered

Recreation organizations continue to account for the highest percentage of workshops delivered. The demand for workshops from ethnocultural organizations continues to escalate as well.*

c) Demographic Breakdown of Workshops Delivered

The program continues to deliver the majority of workshops to the boards of individual community organizations. This results in custom-designed training that targets their specific needs. As this is the primary focus of the program, the Branch will continue to focus promotional efforts at this level.

Regional workshops have also increased over the past year due to the assistance of regional staff and the decentralization of the Training for Trainers component. As more regional trainers are trained, community groups have access to trainers at a lower cost. The Branch will continue to assist in the development of regional trainers groups, particularly in Norman and Parkland.*

-
- * Refer to Appendix F.3 for a breakdown of workshops delivered since 1985.
 - * Refer to Appendix F.5 for a breakdown of client groups accessing training since 1985.
 - * Refer to Appendix F.6 for a breakdown of workshops delivered in each region in 1988/89.

E. TRAINER DEVELOPMENT

1. Recruitment of Trainers

Trainers are recruited in a variety of ways:

- . Particular sectors of activity (ie. recreation groups, ethnocultural groups) are asked to identify trainers familiar with the particular needs of these organizations.
- . Departmental consultants are asked to refer individuals from various community groups.
- . Trainers and consultants are recruited by the co-ordinator on an on-going basis.

The objective, once trainers have been identified, is then to provide them with the necessary expertise to deliver needed workshops to organizations.

2. Training of Trainers

To ensure a high quality of training is delivered to volunteer organizations, a series of training courses for potential trainers have been developed. The level at which trainers enters the program is dependent on their experience and expertise.*

* Refer to Appendix F.8 for an overview of courses available within the Training for Trainers component.

Training courses available include:*

- Training for Trainers Level I
- Training for Trainers Level II
- Training for Trainers III
- Skills Training for Trainers
- Apprenticeship Project
- Trainers Exchange

3. Trainers' Resource Bank

Of the individuals attending the Training for Trainers courses, approximately sixty have become active members of the resource bank. These trainers have made a commitment to deliver a minimum of two workshops per year and facilitate the majority of workshops delivered by the program.

4. Trainers' Exchange

The Trainers' Exchange was developed in 1986 for the purpose of providing trainers with a forum to network and access further training. In 1989, this component was decentralized to the trainers and is run, user-pay. This move allows the Branch to focus on new initiatives within the program and promotes a sense of ownership with the trainers.

5. Apprenticeship Project

In 1987/88 this project was developed to provide new trainers with an opportunity to design and deliver training to community organizations under the guidance of a team of experienced, supportive trainers. The project is now nearing completion and in view of the positive evaluation results, will be available to trainers in 1989/90.

6. Referral of Trainers

To ensure quality control of the Skills Program, the Coordinator controls all referrals and disbursement of resource material. Appendix 9 highlights the guidelines for trainer selection and referral to the client organization.

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MANITOBA CULTURE, HERITAGE & RECREATION
RECREATION BRANCH
THE VOLUNTEER BOARD DEVELOPMENT PROGRAM

The Volunteer Board Development Program is designed to improve the effectiveness of volunteers of not-for-profit organizations. Training workshops are provided at a reasonable fee to volunteer boards of organizations that are client groups of the Manitoba Culture, Heritage & Recreation.

The main components of this program include:

A) Trainer Development:

This component is oriented towards the recruitment and training of trainers. Numerous training events are available for individuals interested in facilitating workshops for volunteer boards. A bank of highly qualified trainers are now available to facilitate workshops for your organization. Training events available to individuals interested in becoming facilitators include:

- i) Training for Trainers Level I, II and III
- ii) Skills Training for Trainers
- iii) Apprenticeship Program
- iv) Trainers Exchange meetings

B) Development of Resource Materials

You may request workshops in 10 topic areas. Each of these workshops will be designed to meet the specific needs of your organization. The 10 topic areas include:

- Assessing your Voluntary Organization
- Role of the Board
- Effective Meetings
- Fundraising and Grantsmanship
- Long and Short Term Planning *
- Time Management *
- Marketing *
- Financial Management *
- Volunteers Working Together *
- Leadership *

C) Provision of Workshops

The majority of workshops can be provided in the French or English language. To request a workshop please contact your regional office of Manitoba Culture Heritage & Recreation or the Recreation Branch directly at 945-4400. We will be pleased to link you with an appropriate trainer who will custom design a workshop to meet your particular needs.

* These modules were developed by the National Skills Program for Management Volunteers and are available in French and English.

Appendix F.1.1

THE VOLUNTEER BOARD DEVELOPMENT PROGRAM

EFFECTIVE MEETINGS

Effective meetings is one in a series of ten Volunteer Board Development Program workshops designed to increase the effectiveness of volunteers of not-for-profit organizations. The workshop will be custom designed to meet the specific needs of your volunteer organization. Here are several examples of workshops you may request:

1 1/2 Hour Workshop

This workshop will take a brief look at the positive and negative aspects of meetings; preplanning a meeting; agenda writing and minute taking; role of chairperson; and an introduction to parliamentary procedure.

3 Hour Workshop

This workshop covers the topics listed in the 1 1/2 hour workshop in more detail. The various types and purposes of meetings will be dealt with as well.

6 Hour Workshop

This workshop will address all topics listed in the 3 hour workshop, plus more. You will learn discussion devices that are effective for chairpersons, how to handle some common meeting problems, and some helpful suggestions for handling disruptive behaviour in groups.

Appendix F.1.2

THE VOLUNTEER BOARD DEVELOPMENT PROGRAM

FUNDRAISING AND GRANTSMANSHIP

Fundraising and Grantsmanship is one of a series of ten Volunteer Board Development Program workshops designed to improve the effectiveness of volunteers of not-for-profit organizations. This workshop can be designed to cover any or a combination of the following topics. Each workshop is designed to meet the specific needs of your organization.

Grassroots Fundraising

Creative ways of raising funds for your organization are discussed. Planning is the key to any successful fundraising event. We will deal with the planning area as well as discuss creative ways of raising funds for your organization.

Grants

A resource manual is provided to each participant that gives detailed information on federal and provincial grants applicable to community organizations. Various methods of researching available grants and determining which are applicable to your organization are discussed.

Proposal Writing

Well written proposals are necessary for many areas of fundraising. A detailed system of proposal writing is explained and participants are given an opportunity to apply this information in several exercises.

Corporate Sponsorship

Corporate sponsorship is fast becoming a major source of raising funds for many organizations. Learn how to choose, approach and reward sponsors.

Incorporation

Learn when and how to incorporate your organization and discover the benefits of gaining charitable status.

Appendix F.1.3

THE VOLUNTEER BOARD DEVELOPMENT PROGRAM

ASSESSING YOUR VOLUNTARY ORGANIZATION

Assessing Your Volunteer Organization is one in a series of ten Volunteer Board Development Program workshops designed to improve the effectiveness of volunteers of not-for-profit organizations. This workshop will look at what makes an organization work, how to assess the present state of your organization and introduce change in a positive manner. Each workshop will be custom designed to meet the specific needs of your organization. The following sections are included:

What Makes An Organization Work

This section will look at how goals, structure, policies and actions of the group affect results. It will also look at how individual attitudes conflict and feelings can play a crucial role in the effective functioning of an organization.

Assessing Your Organization

This section will assist you to assess the current state of your organization. A variety of tools used to rate your organization in the areas of planning, working with volunteers, leadership, effective meetings, etc., are incorporated into the design of the workshop.

Implementing Change In Your Organization

While assessing the current state of your organization, it may become apparent that change is required. This component will focus on how change affects your organization and the individuals within it. We will assist you to identify who can bring about change, and when and how it can be done.

Appendix F.1.4

THE VOLUNTEER BOARD DEVELOPMENT PROGRAM

ROLE OF THE BOARD

Role of the Board is one of a series of ten Volunteer Board Development Program workshops designed to improve the effectiveness of volunteers of not-for-profit organizations. This workshop will highlight the role of your organization, each member of the board, it's committees and staff people if any. Each workshop will be custom designed to meet the specific needs of your organization. The following areas may be included:

Introduction

The introduction section allows time for each participant to fill out an assessment on the operation of their board and voluntary organization.

Types of Boards

This unit looks at the two types of boards that exist - governing and advisory boards. A group project explores the many different functions and responsibilities of boards.

What is a Committee?

A discussion on the general use of committees and how they can be effectively used as an important part in the role of the board.

Job Descriptions

This topic is approached through a group project where participants get practical experience in determining and writing job descriptions for members of boards.

The Working Board

Each board member has attitudes, motives and feelings that affect the performance of a board and may create tensions and conflicts in a group. We must all be aware of this and take steps to overcome it. Other board problems exist that can be solved by the use of by-laws. Groups will look closely at the purpose and use of by-laws.

Conclusion

An exercise called "How to Introduce These Ideas to Our Organization."

Appendix F.1.5

THE VOLUNTEER BOARD DEVELOPMENT PROGRAM

VOLUNTEERS WORKING TOGETHER

Volunteers Working Together is one in a series of ten Volunteer Board Development Program workshops designed to improve the effectiveness of volunteers of not-for-profit organizations. This workshop deals with recruiting and working with volunteers. Also examined are ways to motivate your volunteers. Each workshop is custom designed to meet the specific needs of your organization. The following areas may be included:

Organizational Vitality

Vitality in an organization is the result of a number of key elements working together. Vitality shows up in the activities of the organization as well as enthusiasm and cooperation of its volunteers.

Five Basic Tasks

This unit focuses on describing five basic tasks necessary for the effective participation of volunteers in a not-for-profit organization. These tasks include assessment of resources, recruitment, job selection, training and recognition.

Five Basic Processes

This section looks at how climate, communication, support, positive politics and negotiation all effect how well an organization's work gets done.

Resource materials developed by the National Skills Program for Management Volunteers.

Appendix F.1.6

THE VOLUNTEER BOARD DEVELOPMENT PROGRAM

LEADERSHIP

Leadership is one in a series of ten Volunteer Board Development Program workshops designed to improve the effectiveness of volunteers of not-for-profit organizations. Each workshop is custom designed to meet the specific needs of your organization. The following areas may be included:

Becoming A Leader

This unit will examine what makes a leader and the difference between management and leadership.

Leadership in Volunteer Based Organizations

You will be provided with a way to understand what your organization does and what roles you would like to play in it.

Leadership Roles

Leadership is an ongoing process of personal development. This unit is a more in-depth look at leadership, empowerment, balancing task and process aspects of leadership, and a look at the various roles played by leaders of organizations.

Leadership Skills

This is an in-depth look at five skills every leader requires. These skills are: organization, making presentations, running a meeting, solving problems and making decisions.

Resource materials developed by the National Skills Program for Management Volunteers.

Appendix F.1.7

THE VOLUNTEER BOARD DEVELOPMENT PROGRAM

TIME MANAGEMENT

Time Management is one of a series of ten Volunteer Board Development Program workshops. This workshop will provide information regarding Time Management as it affects your life at home, on the job and as a volunteer. Each workshop is custom designed to meet the specific needs of your organization. The following areas may be included:

Finding Time

An Introduction to the concept of time and time management.

Your External & Internal Clock

The first step toward gaining control of your time is discovering how to assess your life at present. This section helps you identify the roles you play, your responsibilities and your personality type, based on the workings of your external and internal clock.

The Myths of Time

Many of us are brought up believing in and living by a number of time myths...unfounded beliefs that cause undue stress and leave us with little opportunity to really enjoy life. This section analyzes why these myths are unfounded and provides exercises to help you identify and eliminate the myths that you live by.

Setting Goals and Priorities

Setting goals and priorities is what separates people who manage their time well from those who don't. This section provides a number of exercises to help you to set and prioritize your long term, intermediate and daily goals.

Time Wasters & Time Savers

This section identifies and provides solutions for some of the most common internal and external time wasters. It also provides exercises to help you convert your own time wasters into effective time savers.

Action Plan for "Finding Time"

This section pulls the workshop together with an exercise that helps you translate your goals, priorities, and time savers into a solid plan of action.

Time Management in Review

A one-page wrap-up that reinforces the importance of managing your time effectively.

Pass It On

Suggestions on how to pass these time management tools and techniques on to your fellow volunteer board members.

Resource materials developed by the National Skills Program for Management Volunteers.

Appendix F.1.8

THE VOLUNTEER BOARD DEVELOPMENT PROGRAM

LONG AND SHORT TERM PLANNING

Planning is one in a series of ten Volunteer Board Development Program workshops designed to improve the effectiveness of volunteers of not-for-profit organizations. The comprehensive workbook and workshop design provides a clear understanding of the definitions, concepts and processes involved in organizational Long and Short Term Planning. Each workshop is custom designed to meet the specific needs of your organization. The following areas may be included:

A Planning Overview

This unit looks at who's responsibility it is to plan, the basic purposes and steps of planning and what planning can and cannot do for you. You will also assess how your organization rates at planning.

Setting a Climate for Planning

This section outlines six conditions that must be present in your organization in order to encourage people to work hard, stick to decisions and carry out organizational plans effectively.

Doing The Planning

This unit studies the six steps of the planning cycle in-depth. You will then be looking at applying these six steps in a workplan and designing a planning workshop for your organization.

Implementation

Now that you have a basic plan, the next step is to make it work for you.

Resource materials developed by the National Skills Program for Management Volunteers.

Appendix F.1.10

THE VOLUNTEER BOARD DEVELOPMENT PROGRAM

FINANCIAL MANAGEMENT

Financial Management is one in a series of ten Volunteer Board Development Program workshops designed to improve the effectiveness of volunteers of not-for-profit organizations. This workshop provides a simple, logical approach to bookkeeping, budgeting and reporting. Everything you need to know to set up and maintain your organizations' financial accounts is available in an easy to learn and use style. Each workshop is custom designed to meet the specific needs of your organization. The following areas may be included:

Overview

The introduction to the workshop includes looking at definitions of financial management and assessing whether or not your organization needs a financial management system. The three steps in developing your system are looked at as well as how input from organizational planning affects your financial management system. The use of accountants, computers, incorporation and charitable registration are also briefly examined.

Budgeting

This section looks closely at the six steps of budgeting and allows for practical experience in preparing a budget.

Record Keeping

What is involved in cash management? How do you set up your own bookkeeping system? What are the advantages of bonding?

Financial Reporting

Every organization should receive financial reports from their treasurer at each meeting of the executive board. This unit will explain what to report and how to report it clearly and simply.

Resource Materials developed by the National Skills Program for Management Volunteers.

Appendix F.1.10

THE VOLUNTEER BOARD DEVELOPMENT PROGRAM

MARKETING

Marketing is one in a series of ten Volunteer Board Development Program workshops designed to improve the effectiveness of volunteers of not-for-profit organizations. This workshop will provide the basics of marketing in a practical way. It challenges you to organize each event, competition or registration day so that it will gain more spectators, sponsors and participants. Each workshop will be custom designed to meet the specific needs of your organization. The following areas may be included:

Introduction to Marketing

This unit briefly looks at the definition of marketing, why marketing is important to volunteer organizations, the nine elements or parts of marketing, and two different focuses of marketing. The market focus and the product or service focus.

Target Groups

The first step in any market plan is to find out who your customers might be and what they may be looking for from your organization. This unit shows you how to more specifically identify your organizations' own market and how to find out their needs and interests.

The Marketing Mind

Most volunteer organizations focus on the details of a program rather than on the potential benefits for your participants. This unit takes a closer look at providing your target group with specific benefits that will encourage participation or financial sponsorship of your program.

The Marketing Environment

What are the market needs? What have you got to offer? What has the competition got to offer? How do you fill in the gaps with a new program or service or reach a neglected target group?

Marketing Elements

This unit will look at different parts of a marketing plan such as pricing, packaging, sales, advertising, promotion, personal selling and written and audio-visual materials.

Sponsorship and Fundraising

This section looks at many ways to raise money for your organization.

A Marketing Plan

You will gain practical experience in putting a marketing plan together for your organization using all of the new knowledge gained in this workshop.

Resource materials developed by the National Skills Program for Management Volunteers.

**SKILLS PROGRAM FOR MANAGEMENT VOLUNTEERS
ROLES OF DELIVERY AGENTS**

**PROGRAM
COMPONENTS**

DELIVERY PARTNERS

	NATIONAL PROGRAM	PROVINCIAL PROGRAM	BRANCH CONSULTANTS	PROFESSIONALS	UMBRELLA GROUPS	VOLUNTEER BOARD SERVICE PROVIDERS	MASTER TRAINERS	TRAINERS
Organization Structure	- Committee of Fitness Leadership Committee of the I.S.R.C. - Program Management Committee of Skills Program - National Office	- Manitoba Culture, Heritage and Recreation, Recreation Branch - Recreation Consultant Training/Resources - Program Coordinator (Volunteer Board Development Program)	- Departmental Skills Program Committee. - Access Program through the Recreation Branch.	- Recreation Directors - Directors of non-profits	- Manitoba Intercultural Council - Recreation Associations of Manitoba - Manitoba Sport Federation - Manitoba Heritage Federation	- Volunteer Centre - Private consultant and firms. - University of Manitoba.	Advise coordinator on development of program components on an ongoing basis.	Provide input on various program components.
Financial Support	- Program Development - National Office - National Meetings - National Coordination - Master Trainers' Seminar - Development of written resources.	- Provincial Office - Program Development - Provincial Meetings of Trainers/Consultants - Master Trainer development. - Training for Trainers Seminars/projects. - Purchase National resources. - Development of written resources in French and English. - Promotion.	- Receive training/resources free of charge from Skills Program. - Consultation services provided.	- Receive training/resources free of charge. - Must cover cost of honorarium and mileage for trainers (recover through Skills Transfer).	- Receive training resources free of charge. - Must cover cost of honorarium and expenses. (recover through grants from Department, Lotteries, etc.)	- Pay for training for trainers. - Receive training resources free of charge if service our clients.	- Receive MT training free of charge. - Pay for Training for Trainers I, II and III. - Receive resources free of charge. - May receive contracts for resource development and Training for Trainers.	- Pay for training for trainers. - Apprenticeship project free of charge. - Pay for trainers' exchange. - May receive contracts for resource development.
Program Development	- Marketing Plan - O.D. Resource Kit - Develop & deliver Master Trainers' Seminar. - Develop specialized trainers' tools.	- Develop and Deliver Training for Trainers. - Deliver workshop to client group. - Ongoing trainer support. - Deliver written resources to clients & delivery agents.	- Involved in Departmental planning committee to determine program direction/future training/delivery strategies. - O.D. Resource Kit custom-designed for them	Give feedback on various components of program development and evaluation.	Give feedback on various components of program development to ensure client group interests are reflected.	Invited to assist with development through meetings.	- Are contracted to: - Assist in the development of training courses. (T for T Level I, II, III and Skills T for T.) - Apprentice new trainers. - Assist in the development of written resources.	- May assist in resource development. - Organize and deliver trainers' exchange. - Provide feedback to coordinator on various programs/projects.
Master Trainer /Trainer Development	- Master Trainers' Seminars - MT & trainers newsletter. - Resource exchange. - Referral to national organizations.	- Selection of Master Trainers/Trainers. - Training of trainers, Level I, II, III skills. - Trainers' exchange. - Apprenticeship.	- Refer possible trainers to program coordinator. - Attend training events as a participant.	- Refer or act as trainer for the Program. - Attend workshops as a participant.	Sends staff/volunteers to receive training.	- Link to program for Training for Trainers component for staff and for written resource materials. - Make use of trainers' bank to deliver workshop to their clients.	- Attend MT seminar sponsored by Manitoba programs. - Develop and facilitate Training for Trainers courses in Manitoba. - Work with apprentices to assist in their training. - Provide expertise to develop tools measuring trainers' competency, needs assessment, etc.	- Attend T for T Level I, II and III and Skills T for T. - Integrate into apprenticeship project. - Coordinate and deliver trainers' exchange.

SKILLS PROGRAM FOR MANAGEMENT VOLUNTEERS

PROGRAM
COMPONENTS

DELIVERY PARTNERS

	NATIONAL PROGRAM	PROVINCIAL PROGRAM	BRANCH CONSULTANTS	PROFESSIONALS	UMBRELLA GROUPS	VOLUNTEER BOARD SERVICE PROVIDERS	MASTER TRAINERS	TRAINERS
Delivery of Program Services	- Services available in both official languages. - Support for different delivery systems involved to expand. - Consultation with provinces in various modes of delivery. - Involve national organizations. - Evaluation.	- Support delivery systems and develop new systems. - Custom design services for client groups through consultation, ie. Museums - Evaluation	- Assess clients' needs. - Refer clients to program coordinator. - Coordinate training events for clients. - Facilitate community to sponsor training events within client groups and/or regions.	- Assess clients' needs. - Facilitate/sponsor workshops to occur within their client group/region - Filter requests through regional staff to coordinator	- Assess client needs. - Sponsor workshops for conferences/assemblies. - Request workshops for their boards/volunteers. - Facilitate booking process for their particular clients. - Make use of trainers' resource bank.	Provide clients with their own materials and trainers and make use of the Skills Program resources on a limited basis.	- Receive workshop requests from coordinator or client. - Assess client needs. - Develop and deliver workshop. - Request written materials - Evaluate and report to coordinator. - Refer organization for further training.	- Receive workshop requests from coordinator or client. - Assess client needs. - Develop and deliver workshop. - Request written materials - Evaluate and report to coordinator and Master Trainer.
Distribution of Materials	Sale of written resources to provinces/territories in French and English: 6 manuals, 6 trainer binders, O.D. Resource Kit, Promotion Materials.	- Workshop participants receive written materials free of charge. - Promotion packages to client umbrellas, consultants, workshop sponsors and trainers.	- Request written resources for themselves and their clients. - Provide workshops at various provincial/regional conferences.	Request written resources for themselves and workshop participants.	Request written material for themselves and clients.	Distribute skills materials to clients to a limited degree.	- Request written materials and distribute these at workshops. - Research and distribute material to apprentices. - Supply program coordinator with new materials relating to board development.	Request written materials and distribute these at workshops.
Promotion Visibility	- Coordinate national marketing plan and develop promotional materials. - National organizations. - Trainer newsletter. - Assist provinces to increase visibility.	- Input to national plan. - Link provincial plan to national plan. - Regular mailouts to Master Trainers/Trainers.	- Give feedback into promotional plan. - Distribute promotional materials or make requests for coordinator to do so.	Distribute promotional material received from coordinator to their respective organizations.	- Distribute promotional materials received from coordinator. - Displays at conferences.	- Assist in the promotion, plan, development and implementation. - Promote program to clients on an ongoing basis.	- Assist in the promotion, plan development and implementation. - Promote program to clients on an ongoing basis.	- Provide feedback to the promotional plan. - Promote the program to clients on an ongoing basis.

Appendix F.3

Total Workshop Delivered from 1985 - 1989

<u>Fiscal Year</u>	<u>Number of Workshops</u>	<u>Number of Participants</u>	<u>Number of Communities/Organizations</u>
1985/86	36	1,335	655
1986/87	145	4,032	1,454
1987/88	111	2,465	986
1988/89	<u>129</u>	<u>3,004</u>	<u>1,349</u>
	421	10,836	4,444

Training For Trainers Courses Delivered From 1985 - 1988

<u>Fiscal Year</u>	<u>Number of Courses Offered</u>	<u>Number of Participants Attending</u>
1983/84	1	25
1984/85	8	138
1985/86	3	48
1986/87	7	108
1987/88	12	185
1988/89	<u>17</u>	<u>248</u>
	48	752

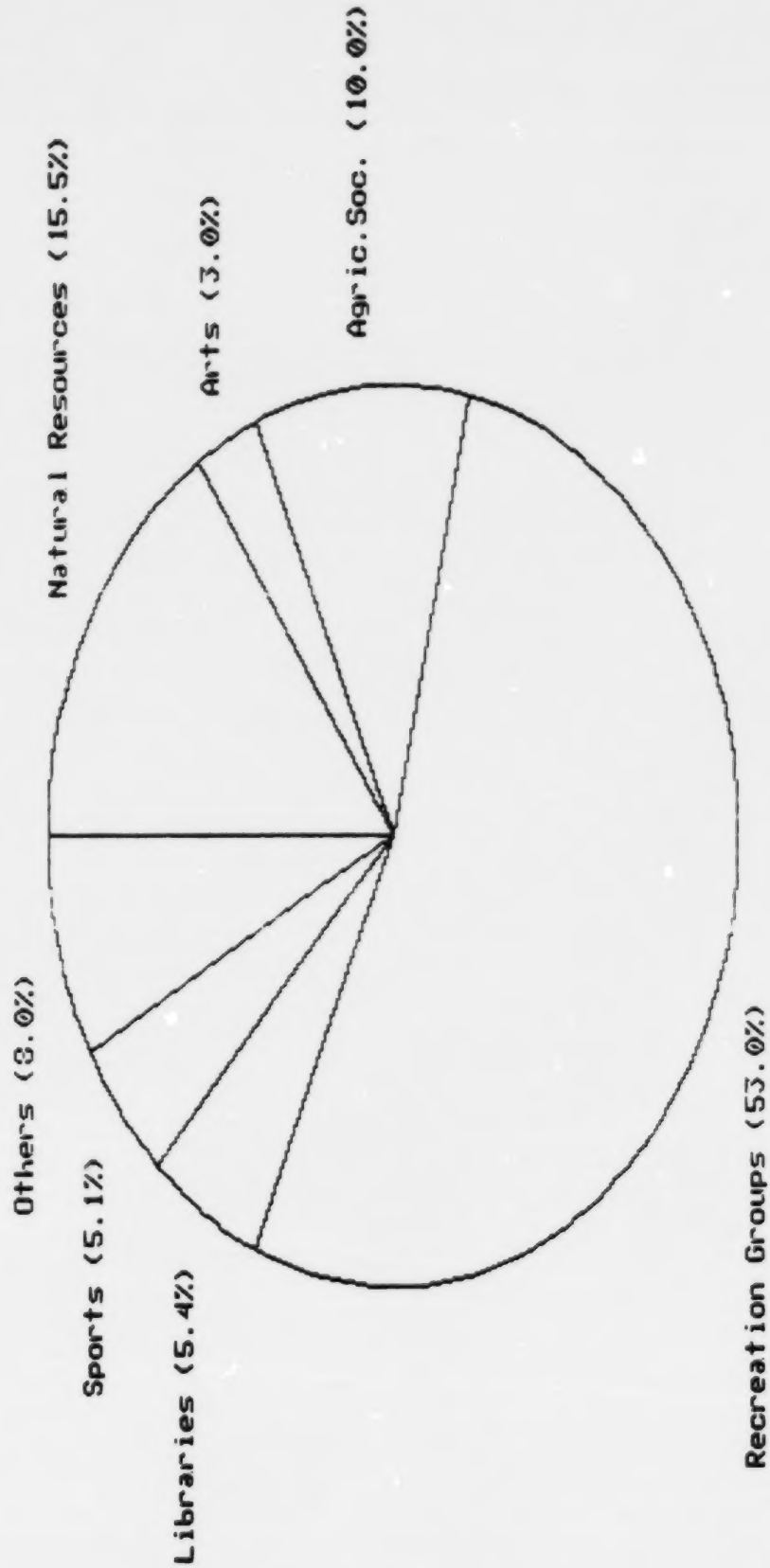
Appendix F.4

TRAINING FOR TRAINERS COURSES OFFERED IN 1988/89 FISCAL YEAR

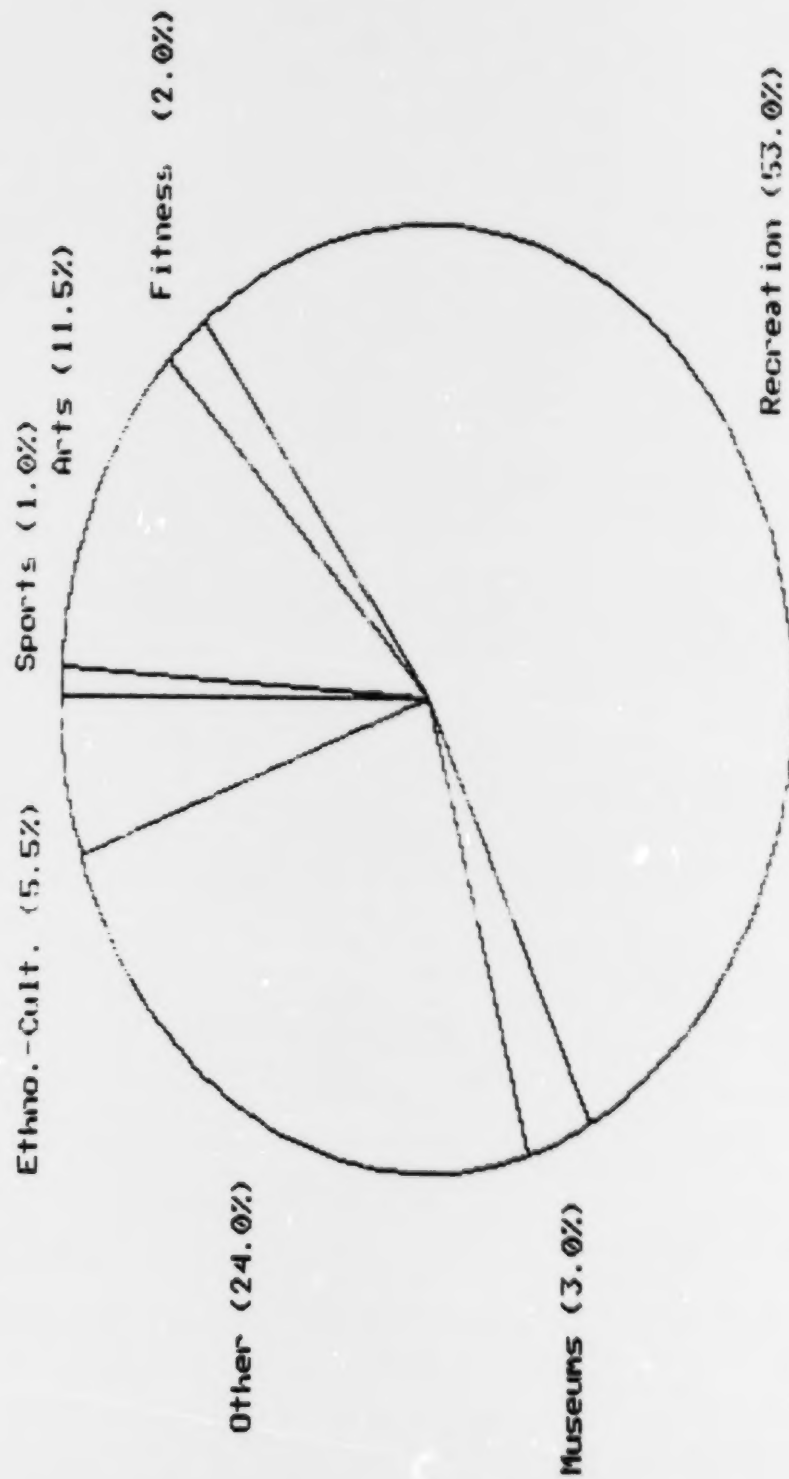
<u>Course</u>	<u>Date</u>	<u>Participants</u>
Training for Trainers Skills	September, 1989	
Financial Management		7
Fundraising and Grantsmanship		6
Marketing		5
Leadership		9
Planning		10
Role of the Board		8
Training for Trainers II (Elkhorn Ranch Parkland)	November 23 - 25	15
Training for Trainers II (Lakeside Camp Interlake)	March, 1989	15
Training for Trainers III (Lakeside Camp Interlake)	March, 1989	20
Training for Trainers (St. Benedict's)	September, 1989	28
Training for Trainers I National Council of Jewish Women	October 22, 1988	24
National Council of Jewish Women	February, 1988	24
National Council of Jewish Women	March 8, 9, 1988	24
Training for Trainers I Flin Flon	October 28-30, 1988	15
Training for Trainers II Snow Lake	March 17-19, 1989	10
	Total Participants	248

Appendix F.5.1

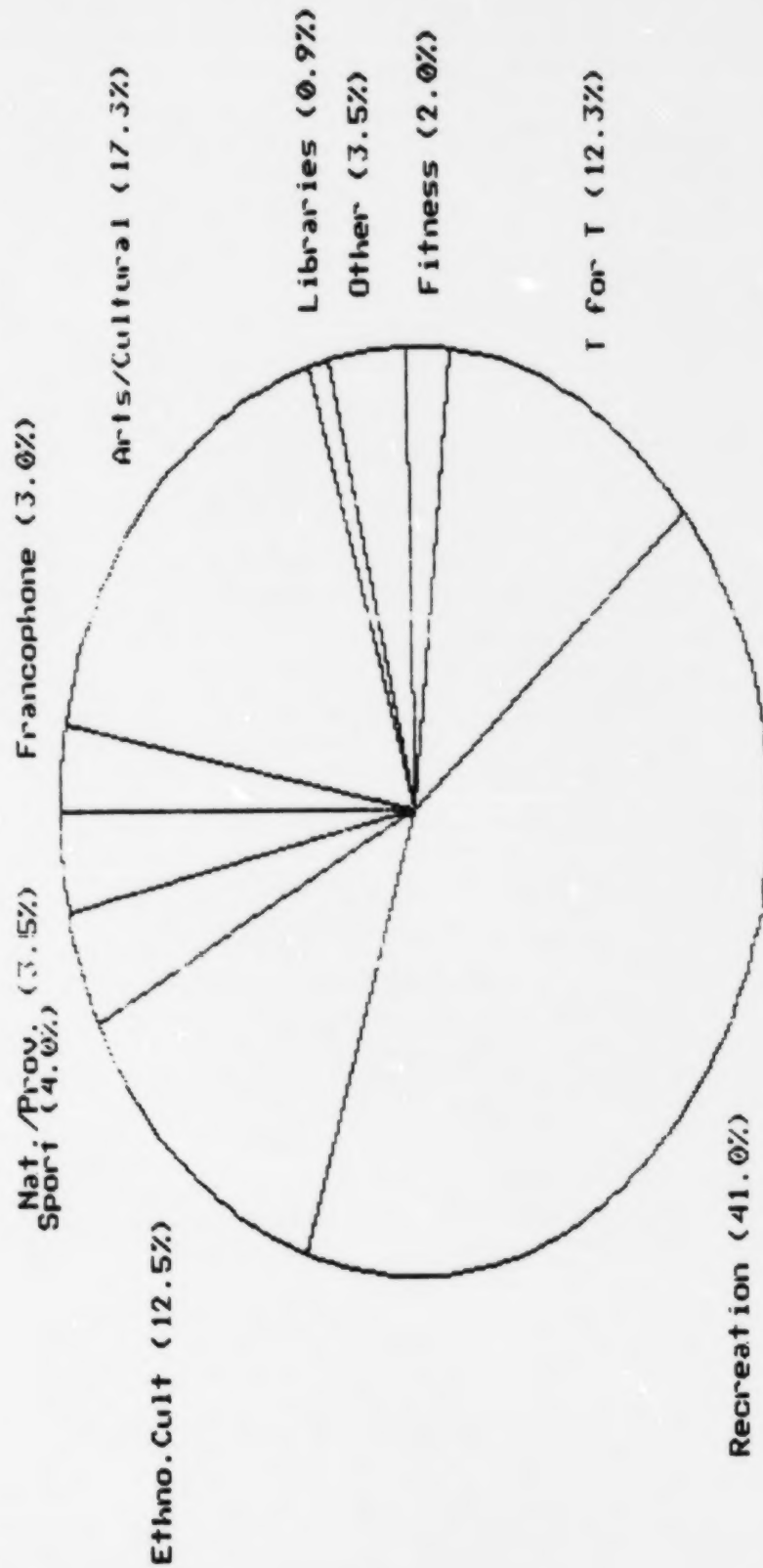
WORKSHOPS BY CLIENT GROUPS 1985-86



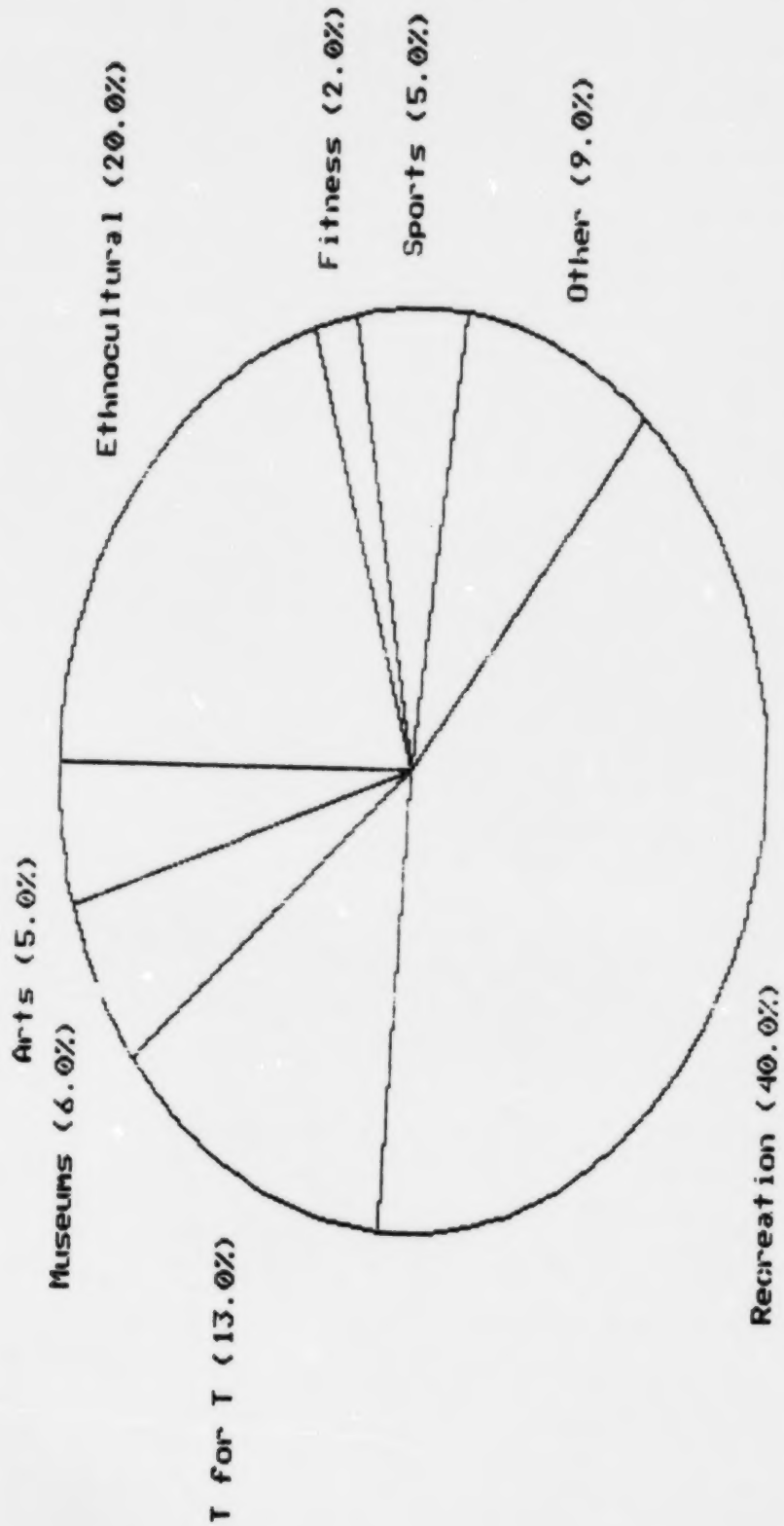
WORKSHOP BY CLIENT GROUP 1986-87



WORKSHOPS BY CLIENT GROUPS 1987-88



WORKSHOPS BY CLIENT GROUPS 1988-89



BREAKDOWN OF WORKSHOPS DELIVERED BY REGION
1988 - 1989

APPENDIX 5

ORGANIZATION	TOPIC(S)	DATE	FACILITATORS	NO. OF PARTICIPANTS	NO. OF COMMUNITIES REPRESENTED	CONTACT PERSON
Agassiz Theatre Co.	Planning	April, 1988	Enid Butler	12	1	Barry McCarton
Manitoba East Indian Ancestral Language Education Committee	Volunteers Working Together	May, 1988	Carole Malaschuk	12	1	B. Deguefé
MEYC	Planning	May, 1988	Bill Israel	20	10	Maureen Tsai
MEYC	Fundraising	May, 1988	Ernest Gautron	20	10	
Manitoba Chinese Post/Chinese Academy	Planning	May, 1988	Mark Borekskie	30	2	Dr. Tsai
Manitoba Chinese Post/Chinese Academy	Volunteers Working Together	May, 1988	Enid Butler	30	2	Dr. Tsai
Italian Canadian League	Needs Assessment	May, 1988	Leslie Fuga	15	1	Stan Carbone
Canadian Band Association	Marketing	May, 1988	Norma Cameron	15	15	Ken Epp
Canadian Band Association	Fundraising	May, 1988	Norma Cameron	15	15	Ken Epp
Canadian Band Association	Planning	May, 1988	Frank Cosway	15	15	Ken Epp
Big Brothers Association	Role of the Board	June, 1988	Bill Israel	100	1	Bill Israel
Big Sisters Association	Planning	June, 1988	Bill Israel	30	1	Susanne Ryland
MAPAL	Effective Meetings	July, 1988	Donna Turner	20	1	Helen Fernandes
YM-YWCA of Winnipeg	Time Management	September, 1988	Donna Turner	50	1	Cory Jackson
Italian Cultural Association	Role of the Board	September, 1988	Donna Turner	10	1	Stan Carbone
4-H Youth Ambassadors	Marketing	September, 1988	Norma Oswald	40	20	Elma Beckman
Winnipeg Indian/Metis Friendship Center	Assessing/Consultation	April, 1988	Mary Mitchell	4	1	Sterling Randville

ORGANIZATION	TOPIC(S)	DATE	FACILITATORS	NO. OF PARTICIPANTS	NO. OF COMMUNITIES REPRESENTED	CONTACT PERSON
Winnipeg Indian/Metis Friendship Center	Role of the Board	April, 1988	Mary Mitchell	6	1	Sterling Randville
Winnipeg Indian/Metis Friendship Center	Role of the Board	September, 1988	Mary Mitchell	9	1	Sterling Randville
Manitoba Health (Seniors)	Intervention Skills	October, 1988	Enid Butler	30	15	Bev Kyle
Boy Scouts of Canada	Time Management	October, 1988	Donna Turner	30	1	Richard Tracy
Manitoba Heritage Federation	Planning	March, 1989	Gabriel Dufault Leslie Fuga Mary Ann Haddad Jim Hagan	10	1	Mary Ann Haddad
Manitoba Geneological Society	Fundraising	March, 1989	Ralph Friesen	12	1	Kathy Stokes
Manitoba Geneological Society	Grants	March, 1989	Ralph Friesen	12	1	Kathy Stokes
Manitoba Fitness Leadership Advisory Committee	Marketing	February, 1989	Norma Cameron Maria Lonardelli Bonnie Bileskie	15	1	Wendy Richardson
MAPAL	Financial Management	January, 1989	Joyce Sobering Glen Cochrane Linda Wong Bonnie Bileskie	8	1	Helen Fernandes
GCWCC	Financial Management	November, 1988	Joyce Sobering	40	20	Joyce Sobering
Y-Neighbors	Volunteers Working Together	February, 1988	Donna Turner	50	30	Donna Turner
Y-Neighbors	Time Management	September, 1988	Donna Turner	50	30	Donna Turner
Provincial Day Care	Time Management	January, 1989	Donna Turner	25	1	Irene Patson

ORGANIZATION	TOPIC(S)	DATE	FACILITATORS	NO. OF PARTICIPANTS	NO. OF COMMUNITIES REPRESENTED	CONTACT PERSON
South Winnipeg Family Information Center	Communication	October, 1988	Donna Turner	10	1	Donna Turner
South Winnipeg Family Information Center	Volunteers Working Together	October, 1988	Donna Turner	6	1	Donna Turner
South Winnipeg Family Information Center	Problem Solving	October, 1988	Donna Turner	10	1	Donna Turner
Block Parents Association	Volunteers Working Together	April, 1989	Donna Turner	100	30	Donna Turner
Junior League	Role of the Board	April, 1989	Donna Turner	20	1	Donna Turner
Junior League	Communication/Change	April, 1989	Donna Turner	20	1	Donna Turner
Volunteer Centre (Volunteer Coordinator Course)	Time Management	Fall, 1988	Donna Turner	30	30	Barb Gemmel
Volunteer Coordinator Course	Time Management	Fall, 1988	Donna Turner	30	30	Barb Gemmel
Volunteer Coordinator Course	Time Management	Fall, 1988	Donna Turner	30	30	Barb Gemmel
Recreation Director Training	Using Volunteers		Mary Mitchell	30	30	Ellen Kelley
Big Brothers National Conference	Role of the Board/Staff	June, 1988	Donna Ghidoni	200	180	Donna Ghidoni
Independant Living Resource Center	Marketing	December, 1988	Norma Oswald	30	1	Maureen Colgan
Manitoba Cancer Society	Fundraising	January, 1989	Liz Roulston	25	1	Liz Roulston
Manitoba Horse Council	Volunteers Working Together		Rosemary Higuez	21	1	Rafi Mohammed
4-H Youth Ambassadors	Budgeting	February, 1989	Joyce Sobering	20	20	Anne Deguefé

ORGANIZATION	TOPIC(S)	DATE	FACILITATORS	NO. OF PARTICIPANTS	NO. OF COMMUNITIES REPRESENTED	CONTACT PERSON
Workers for Color Support	Effective Meetings	March, 1989	Donna Turner	6	1	Louis Ifill
MPRA/Playspace Design	Fundraising and Grants	March, 1989	Julie Ruban McDonald	50	30	Donna Ghidoni
Africain Association	Effective Meetings	March, 1989	Sue Boreskie	9	1	Tony Bucha
Africain Association	Volunteers Working Together		Enid Butler	9	1	Tony Bucha
Africain Association	Leadership		Maureen Tsai	9	1	Tony Bucha
MEYC	Planning	March, 1989	Mark Boreskie	20	12	Maureen Tsai
Training for Trainers (St. Benedict's)	Training for Trainers	September, 1989	Diane Banash Mary Mitchell	28	28	Wendy Smiley
MEYC	Communication	March, 1989	Randy Hull	20	12	Maureen Tsai
Training for Trainers (Skills Topics - St. Benedict's)		September, 1989	Enid Butler (Facilitator) Joyce Sobering			Wendy Smiley
	Financial Management			7	7	
	Fundraising & Grants		Ernest Gautron	6	6	
	Marketing		Norma Oswald	5	6	
	Leadership		Paddy Hill	9	9	
	Planning		Gabriel Dufault	10	10	
	Role of the Board		Mary Mitchell	8	8	
Church of the Nazarene Women's Group	Time Management	September, 1988	Donna Turner	40	1	Nancy Reeder
Forum Art Institute	Role of the Board		Mary Mitchell Liz McGuire Judy Croy	15	1	Margaret Arsenault
Manitoba Folk Arts Council	Role of the Board	September, 1988	Enid Butler	18	18	Enid Butler

ORGANIZATION	TOPIC(S)	DATE	FACILITATORS	NO. OF PARTICIPANTS	NO. OF COMMUNITIES REPRESENTED	CONTACT PERSON
Parents for German Education	Role of the Board	February, 1989	Enid Butler	12	1	Trudy Magus
GCMCC	Volunteers Working Together	November, 1988	Enid Butler	60	30	Marlene Amell
Canadian Intramural Recreation Association	Volunteers Working Together	November, 1988	Enid Butler	25	1	Giselle Valade
National Council of Jewish Women	Training for Trainers	October, 1988	Enid Butler	24	24 Calgary	Enid Butler
National Council of Jewish Women	Training for Trainers	February, 1988	Enid Butler	24	24 Toronto	Enid Butler
National Council of Jewish Women	Training for Trainers	March, 1988	Enid Butler	24	24 Toronto	Enid Butler
Polish Canadian Congress	Role of the Board	November, 1988	Enid Butler	16	1	Gladys Coules
Manitoba Coaching Assoc.	Planning	February, 1989	Mark and Sue Boreskie	9	9	Sue Boreskie
City of Winnipeg Parks & Recreation	Effective Meetings	March, 1989	Diane Banash	25	25	Diane Banash
M.I.C.	Communication/Volunteers	June, 1989	Enid Butler	50	20	Maria Lonardelli
M.I.C.	Youth Participation	June, 1989	Maureen Tsai	50	20	Maria Lonardelli
M.I.C.	Fundraising	June, 1989	Maria Lonardelli	50	20	Maria Lonardelli
Liaison Committee for Caribbean Organizations	Planning	January, 1989	Maria Lonardelli/Nadya Bailey	25	10	Maria Lonardelli

ORGANIZATION	TOPIC(S)	DATE	FACILITATORS	NO. OF PARTICIPANTS	NO. OF COMMUNITIES REPRESENTED	CONTACT PERSON
Recreation Directors	Policy/Procedure Manual		Larry Clarke	12	12	Bob Genoway
Regional Sport Association	Role of the Board	November, 1988	Donna Turner	15	1	Bob Genoway/Kelly McCannel
Carman/Dufferin Rec. Comm.	Role of the Board	March, 1989	Judy Croy	9	2	Pat Kirby
Pembina Hills Recreation District	Effective Meetings	March, 1989	Betty Ann Watts	12	1	Tracy Zonneveld
Altona Area Recreation District	Effective Meetings	February, 1989	Bernice Parent Betty Ann Watts	12	1	Roger Langlais
Provincial Recreation Conference	Volunteers Working Together	November, 1988	Mary Mitchell	30	15	Ellen Kelley

ORGANIZATION	TOPIC(S)	DATE	FACILITATORS	NO. OF PARTICIPANTS	NO. OF COMMUNITIES REPRESENTED	CONTACT PERSON
Pinawa	Role of the Board		Joyce Sobering	20	1	Joyce Sobering
Recreation Conference	Fundraising for Funds	April, 1988	Terry Hoover	20	5	Terry Hoover
Recreation Conference	Funding for Recreation	April, 1988	Bruce Shade	20	5	Terry Hoover
Recreation Conference	Surveys	April, 1988	Lesley Fuga	20	5	Terry Hoover
Recreation Conference	Incorporation/Constitution and By-Laws	April, 1988	Carole Malaschuk	20	5	Terry Hoover
Recreation Conference	Public Relations	April, 1988	Ron Hill	20	5	Terry Hoover
Recreation Conference	Getting/Keeping Volunteers	April, 1988	Carole Malaschuk	20	5	Terry Hoover
South-East Recreation Commission	Effective Meetings	April, 1988	Diane Banash Myrtle Williams	12	1	Laurie Unrau

ORGANIZATION	TOPIC(S)	DATE	FACILITATORS	NO. OF PARTICIPANTS	NO. OF COMMUNITIES REPRESENTED	CONTACT PERSON
Recreation Directors	Leadership	January, 1989	Paddy Hill Maureen Tsai	9	9	Bob Ash
Killarney Recreation District	Role of the Board	January, 1989	Mary Mitchell	12	1	Guy Urama
Viriden Recreation District	Leadership	March, 1989	Larry Clarke	25	6	Gwen Snell
Recreation Conference	Legal Liability	April, 1988	Ralph Posten	37	10	Donna Ghidoni
Killarney-South Westman Recreation Conference	Role of the Board/Staff	April, 1988	Donna Ghidoni	37	10	Donna Ghidoni
Hamiota-North Westman Recreation Conference	Role of the Recreation Commission	April, 1988	Donna Ghidoni	20	4	Donna Ghidoni
Hamiota-North Westman Recreation Conference	Recruiting and Motivating Volunteers	April, 1988	Mary Mitchell	15	4	Donna Ghidoni
Hamiota-North Westman Recreation Conference	Recreation Districts	April, 1988	Raffi Mohammed	20	4	Donna Ghidoni
Hamiota-North Westman Recreation Conference	Promoting Recreation	April, 1988	Al Miller	15	4	Donna Ghidoni

ORGANIZATION	TOPIC(S)	DATE	FACILITATORS	NO. OF PARTICIPANTS	NO. OF COMMUNITIES REPRESENTED	CONTACT PERSON
Parkland Sports Council	Marketing	May, 1988	Debbie Sorchynski	30	1	Garry Dixon
Parkland Sports Council	Fundraising	May, 1988	Garry Dixon	30	1	Garry Dixon
West Region Tribal Council	Effective Meetings	July, 1989		15	5	Jeanna McKay
Park Plus People (RIMP)	Role of the Board	December, 1988	Mary Mitchell	11	1	Celes Davar
Elkhorn Ranch (RIMP)	Training for Trainers II	November, 1988	Donna Ghidoni	15	45	Anne Deguefé
Canadian Red Cross Society (Dauphin)	Volunteers Working Together	February, 1989	Enid Butler Rosemary Miguez	9	1	Anne Deguefé
Manitoba Rural Youth Conference, (Clear Lake)	Volunteers Working Together	February, 1989	Carole Malaschuk	30	20	Carole Malaschuk
Turtle River Recreation District	Role of the Board		Penny Sigmondson	?	?	Carole Malaschuk

ORGANIZATION	TOPIC(S)	DATE	FACILITATORS	NO. OF PARTICIPANTS	NO. OF COMMUNITIES REPRESENTED	CONTACT PERSON
NORMRA	Marketing	October, 1989	Donna Ghidoni	15	10	Donna Ghidoni
NORMRA	Role of the Board	October, 1988	Mary Mitchell Judy Croy Liz McGuire	15	10	Donna Ghidoni
Flin Flon (Recreation Department)	Training for Trainers I	October, 1988	Bernice Parent	15	7	Andrew Glasco
Snowlake (Recreation Department)	Training for Trainers II	March, 1989	Enid Butler/Diane Banash	10	5	Andrew Glasco
NORMRA	Board Orientation and Handbook		Donna Ghidoni	10	1	Donna Ghidoni

ORGANIZATION	TOPIC(S)	DATE	FACILITATORS	NO. OF PARTICIPANTS	NO. OF COMMUNITIES REPRESENTED	CONTACT PERSON
Lower Fort Garry	Role of the Board	April, 1988	Mary Mitchell	14	1	Lillian Tankard
Youth Takes The Lead	Training for Trainers	June, 1988	Diane Banash/Wendy Smiley	10	10	Wendy Smiley
Youth Takes The Lead	Leadership	June, 1988	Donna Turner/Maryanne Cerelli	12	12	Wendy Smiley
Youth Takes The Lead	Marketing	June, 1988	Randy Hull	35	35	Wendy Smiley
Youth Takes The Lead	Planning	June, 1988	Jim Hagan	25	25	Wendy Smiley
Lower Fort Garry Volunteers' Assoc.	Planning	October, 1988	Gabriel Dufault	20	10	Lillian Tankard
Lower Fort Garry Volunteers' Assoc.	Planning (French)	October, 1988	Gabriel Dufault	20	10	Lillian Tankard
Lower Fort Garry Volunteers' Assoc.	Marketing	October, 1988	Norma Cameron	20	10	Lillian Tankard
Lower Fort Garry Volunteers' Assoc.	Volunteers Working Together	October, 1988	Carole Walaschuk	20	10	Lillian Tankard
Recreation Conference	Role of the Board	April, 1989	Norma Oswald	15	10	Donna Ghidoni
Recreation Conference	Marketing	April, 1988	Donna Ghidoni			
Evergreen Continuing Education	Planning	January, 1989	Penny Sigmondson	18	7	Dave Cain
Gimli Kinsman Club	Effective Meetings	January, 1989	Diane Banash	15	1	Dave Cain
Gimli Kinsman Club	Planning		Penny Sigmondson	20	7	Dave Cain
Lake Manitoba Recreation District	Role of the Board	February, 1989	Penny Sigmondson	12		Dave Cain
Lakeside Camp-Skills Program	Training for Trainers II	March, 1989	Enid Butler/Diane Banash	20	20	Anne Deguefé
Lakeside Camp-Skills Program	Training for Trainers III	March, 1989	Donna Ghidoni	20	20	Anne Deguefé

ORGANIZATION	TOPIC(S)	DATE	FACILITATORS	NO. OF PARTICIPANTS	NO. OF COMMUNITIES REPRESENTED	CONTACT PERSON
Lakeside Camp	Q.W.A.P. Orientation	June, 1988	Donna Ghidoni Norma Oswald Wendy Smiley	35	15	Donna Ghidoni

CONSULTATIONS WITH CLIENTS

ORGANIZATION	TOPIC(S)	DATE	FACILITATORS	NO. OF PARTICIPANTS	NO. OF COMMUNITIES REPRESENTED	CONTACT PERSON
Popular Theatre Alliance	Role of the Board					Donna Huen
4-H Ambassadors	Leadership					Dennis Lonsdale
Swan River Friendship Centre	Leadership Planning					Virginia Genaille
	Effective Meetings					Betty Lees
	Volunteers Working Together					Betty Lees
Manitoba Camping Association	Leadership					Betty Lees
Fitness Supervisors (MFLACK)	Communication		Mary Mitchell			Wendy Richardson
Austin Seniors/McGregor Seniors Centre	Effective Meetings	October, 1988	Fay Tycholitz			Bob Genoway
NORMRA	Fundraising					
CCFM	Objective Setting					
Lac du Bonnet Recreation Commission	Grants					Shannon Gattton
Sandy Bay Reserve	Proposal Writing					
Children's Festival Committee	Fundraising					Liz Roulston
Services to Seniors	Volunteers Working Together					Jim Evanchyk
Treble Teens Inc.	Marketing		Referred to Volunteer Centre			Terry Hoover
Central Recreation Directors	Training for Trainers I		Mary Mitchell			Joyce Evans
Canadian Dimension Magazine	Fundraising		Ralph Friesen			Jim Pringle

CONSULTATIONS WITH CLIENTS Cont'd

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ORGANIZATION	TOPIC(S)	DATE	FACILITATORS	NO. OF PARTICIPANTS	NO. OF COMMUNITIES REPRESENTED	CONTACT PERSON
Flin Flon Friendship Centre	Stress Management Time Management Team Building Fund Raising					Grace Bhur Marilyn Libby
The Pas Friendship Centre	Stress Management Time Management Team Building Fundraising					Grace Bhur Marilyn Libby
Onanole Recreation Assoc.	Planning		Gabriel Dufault			Sylvie Thompson
Westman Multicultural Council	Leadership		Cancelled to next fall. Paddy Hill			Chris Moore/Marie Kotyk
Winkler Recreation Comm.	Fundraising					
Oak Lake Sioux Band	Effective Meetings		Larry Clarke			Ken Eastman
Community Arts Manitoba	Fundraising/Skill Development					Ann Ryan
Max Rheinhardt Theatre Group	Fundraising		Ernest Gautron			Gabrielle Thayer
Pilot Mound Recreation Commission	Role of the Board		Ellen Kelley			Cathy Johnston
Western Canadian Aviation Museum			Anne Deguefé			Shirley Render
Agricultural Societies Annual Conference	Conference Planning	November	Anne Deguefé			Rhoda Collins
Manitoba Association of Friendship Centres Inc.	Training for Trainers					Grace Buhr
Riverton Friendship Centre						Gary Hourie
Arborg/Riverton Recreation District	Bookkeeping	April, 1988	Joyce Sobering			Elaine Stoby

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CONSULTATIONS WITH CLIENTS Cont'd

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ORGANIZATION	TOPIC(S)	DATE	FACILITATORS	NO. OF PARTICIPANTS	NO. OF COMMUNITIES REPRESENTED	CONTACT PERSON
Parkland Recreation Conference	Volunteers Working Together Role of the Board Fundraising		Debbie Sorochynski Gary Dixon Ralph Friesen			

ORGANIZATION	TOPIC(S)	DATE	FACILITATORS	NO. OF PARTICIPANTS	NO. OF COMMUNITIES REPRESENTED	CONTACT PERSON
Native Women's Transition Centre	Planning	April, 1989	Glen Cochrane/Angela Mulgrew	18		Glen Cochrane
MEYC	Marketing		Norma Cameron Maria Lonardelli Susan			Sandra Oh
The Pas Friendship Centre	Role of the Board	June, 1989	Mary Mitchell			Grace Buhr Judy Elashuk
Virden (Westman North)	Volunteers	April, 1989	Donna Turner	75		
Westman South (Souris)	Youth Volunteers	April, 1989	Donna Turner	35		
Red Cross Society	Role of the Board	June, 1989	Judy Croy/Donna Turner	15		Donna Turner
Eastman Recreation Conference	Children's Summer Program	April, 1989	Diane Banash			
Virden Conference	Role of the Board	June, 1989	Mary Mitchell			
Hindu Seniors Club	Planning	May, 1989	Maria Lonardelli	45	1	Maria Lonardelli
Hindu Seniors Club	Fundraising	May, 1989	Maria Lonardelli	45	1	Maria Lonardelli
M.A.P.A.L.	Fundraising	May, 1989	Maria Lonardelli	10	4	Maria Lonardelli
M.A.P.A.L.	Program Planning	May, 1989	Nadya Bailey	10	4	Maria Lonardelli
Liaison Committee for Caribbean Organizations	Fundraising	April, 1989	Nadya Bailey/Maria Lonardelli	25		Maria Lonardelli
Library Services	Performance Appraisal for Trustees	May, 1989	Enid Butler	35		Jim Blanchard
Recreation Conference Westman	Role of Recreation Commission	April, 1989	Donna Ghidoni	15		

ORGANIZATION	TOPIC(S)	DATE	FACILITATORS	NO. OF PARTICIPANTS	NO. OF COMMUNITIES REPRESENTED	CONTACT PERSON
Recreation Conference Westman	Tapping Community Resources	April, 1989	Mary Mitchell	37		
Recreation Conference Westman	Recreation Commission/ Recreation Director	April, 1989	Donna Ghidoni	15		
Virde Recreation District	Effective Meetings	September, 1989	Bernice Parent			Gwen Snell
Garson Rink	Role of the Board	May, 1989	Penny Sigmondson			
Garson Homecoming	Effective Meetings	May, 1989	Bernice Parent			
Recreation Conference Interlake	Planning	April, 1989	Mark Boreskie			
Rosburn/Silver Creek Recreation District	Fundraising	April, 1989	Ralph Friesen	10		Anne Deguefé
Arborg-Riverton Recreation District	Role of the Board	Cancelled until fall.	Judy Croy			Brent Lloyd

Appendix F.7

RECREATION BRANCH

VOLUNTEER BOARD DEVELOPMENT PROGRAM

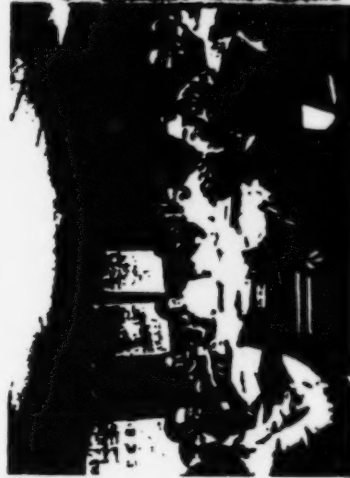
TRAINER DEVELOPMENT MODEL *

<u>STAGE/YEAR/NO.</u>	<u>TRAINING FOR TRAINERS COURSE</u>	<u>EXPERIENCE OF TRAINER</u>
Stage 1 0 - 1 years Completed by 300+	T for T I: Design and Instructional Techniques Adult Education	Secure own training jobs. Training mainly presentations. Only trainers with extensive past experience referred at this level.
Stage 2 1 - 2 1/2 years T. for T II 75 - 90 Trainers T. for T II Skills 150 Trainers	T for T II: Design Facilitation Questioning Technique Feedback T for T: Skills Topic(s) Specialize in 10 topics Design to customize Focus on client Trainers Exchange Workshops	Specialize in areas of expertise. Assist with training by accompanying other trainers, do youth training. Do training in own organization Use more experiential approach. Do 3 hour workshops for us with with our clients on referral.
Stage 3 2 1/2-3 1/2 years 29 Trainers in this stage	T for T III: Co-Facilitating Quality Workshop/Apprenticeship Project. Focus on consulting, contracting, needs assessment, performance indicators, evaluation, feedback on competency.	Join a training team Focus on one topic but study others. Do at least two six hour quality workshops with two organizations. Monitored performance and feedback from team leader.
Stage 4 3 1/2 - years 10 Trainers in this stage	Certified Trainer Listed for Direct Requests Master Trainer courses Nationally or self-directed program in Manitoba	Do 5 - 20 workshops per year. Report to us and receive resources. Lead T for T Trainer Workshops Learning Team leaders for Q.W./A.P. Do special contract work.

Trainers use their skills as they proceed through the model with volunteer organizations. Every stage develops useful skills.

*This is the ideal model. We allow for flexibility for inclusion of trainers but we insist everyone completes all stages before they can be certified. The Q.W./A.P. is the certification stage.

Training for Trainers Level 1



Training for Trainers I is the first of a three stage training program designed to develop competent trainers to conduct workshops with volunteer organizations throughout Manitoba.



**Manitoba
Culture, Heritage
and Recreation**

Here Are Some Of The Comments Participants Have Shared:

"To a large extent, I learned effective methods, mainly due to the excellent group presentations. Thanks to films and discussions, I can now say what an effective meeting should contain."

"For me, the most useful part of the session were the mini-presentations in the various training techniques..."

"The step by step approach in developing a design will help me have more effective workshops on effective meetings..."

"I most enjoyed the little tips about presentation styles and the facilitator's role..."

“I’ve learned how to coordinate a workshop, some tips on running a session and how to be a more positive trainer.”

"I've become more aware of my own predominant teaching style..."

“There were many good resources on display...”

Needs Assessment

1. Presently working? _____ Where? _____
2. Do you have experience as a participant
workshops and conferences? _____
Where? When? _____
3. Do you have experience in training? _____
Where? When? _____
4. Do you have experience in working
with volunteer boards? _____
Where? When? _____
5. What are your learning priorities? _____
- A. _____
- B. _____
- (Please elaborate on questions 2, 3, 4, on a separate sheet)

Please indicate where you are in terms of your knowledge, use, and desire to learn.

KNOWLEDGE HAVE USED WANT TO LEARN THIS SKILL MORE ABOUT THIS

HOW TO

- design a training session
- use participation techniques in workshop settings
- use instructional aids
- make presentations and apply various training methods
- run effective meetings
- plan a workshop
- how do Adults learn?
- overcome barriers to training
- presentation styles

Appendix F.8.c

SKILLS TRAINING FOR TRAINERS

Upon completion of the Training for Trainers Level I, trainers specialize in a Skills Topic.

The topics available include:

- Assessing Your Voluntary Organization
- Role of the Board
- Fundraising and Grantsmanship
- Effective Meetings
- Long and Short Term Planning
- Marketing
- Time Management
- Working With Volunteers
- Financial Management

A three-day course is designed and presented by Master Trainers, focusing on the particular content material and elements of design and facilitation. Once the trainers have completed this workshop, they then filter into the apprenticeship component to gain practical hands-on experience under the guidance of an experienced facilitator.

During the apprenticeship experience, the trainer will take Training for Trainers Level II and III and attend the trainer exchange sessions.

APPENDIX F.8.d

VOLUNTEER BOARD DEVELOPMENT PROGRAM

QUALITY WORKSHOP APPRENTICESHIP PROJECT

1988 - 1989

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PREAMBLE

The Volunteer Board Development Program exists for the purpose of improving the management skills of volunteer boards of client groups served by the Department throughout Manitoba.

In order to provide this service, the Program focus is on three major components:

1. Recruiting and developing trainers.
2. Delivering workshops in areas of organizational management.
3. Developing resource material.

From 1985 to the present, the Program has delivered over 300 workshops. A resource bank of trainers is used to facilitate these workshops. Most experienced trainers in the bank are working to capacity. In order to keep up with increasing demands of communities for workshops, we must increase our bank of experienced facilitators.

The development of competent trainers takes a great deal of time and manpower. To date, trainers are filtered through a series of three-day training events before they are asked to facilitate workshops for community groups. (Training for Trainers Level I and Level II, and Skills Training for Trainers.) Workshops that focus on upgrading skills and networking are also available for the trainers throughout the year. A mentoring system that provides trainers with practical experience before they facilitate workshops independently has also been used.

Due to the continued growth of the Program, a formalized system of apprenticeship needs to be established. This system will allow trainers to work in training teams for a period of one year. Constant supervision will be provided and an intensive evaluation of each trainer will determine their ability to facilitate independently of the team.

The apprenticeship system also provides an opportunity to study the effect training has on volunteer organizations. To date, feedback and evaluation from organizations have shown the Program to be beneficial and enjoyable. This project provides an opportunity to study the specific effects workshops have had on the functioning of boards that run these organizations. In-depth needs assessments, the identification of performance indicators evaluated prior to and following the workshop, and custom-design and delivery of the workshop will be performed by the training team in cooperation with the organization.

PROJECT DESCRIPTION:

THIS PROJECT HAS THREE MAJOR OBJECTIVES:

1. To provide practical training experience to trainers while monitoring their performance in two, six-hour workshops with distinctly different organizations. An in-depth evaluation is inherent in this process and will determine the trainer's ability to deliver workshops independently.
2. To prove that the training provided by the Volunteer Board Development Program does improve the functioning of volunteer boards/organizations. Performance indicators will be identified during an intensive needs assessment process, and an evaluation immediately following the six months after the workshop will determine the extent to which the indicators were met.
3. To promote the Volunteer Board Development Program strategically, with key client groups, as quality training rather than awareness workshops offered at conferences.

THIS PROJECT IS DIVIDED INTO TWO MAJOR COMPONENTS:

- a) Apprenticeship Component;
- b) Workshop Quality Component.

The objectives for each of these components are as follows:

a) APPRENTICESHIP COMPONENT:

The objectives of the Apprenticeship component are:

- To provide practical training experience to junior trainers by using training groups to design and deliver two, six-hour workshops.
- To establish clear policies and procedures for the training, selection and placement of trainers within the VBDP.
- To provide Master and Senior Trainers with an opportunity to develop skills in apprenticing junior trainers.
- To develop a self-competency tool that will be used when training trainers for the VBDP.
- To provide all levels of trainers with the opportunity to conduct indepth needs assessments prior to designing workshops, and indepth evaluation immediately following the six months after the workshop.

b) WORKSHOP QUALITY COMPONENT:

The objectives of the workshop quality component are:

- To prove that the training provided by VBDP workshops does improve the functioning of Volunteer Boards by identifying and measuring performance indicators prior to and following the workshop.
- To develop a needs assessment tool, an evaluation tool and a post-evaluation tool that can be used by trainers with all organizations receiving workshops from the VBDP.
- To provide high quality three- and six-hour workshops to organizations.
- To collect quantitative and qualitative data on volunteer board training and report to Departmental staff and volunteer organizations.
- To promote the VBDP strategically with the key client group as quality workshops with homogenous boards, rather than awareness workshops offered at conferences with heterogenous groups.

Refer to Figure I on the following page for a schedule outlining the tasks and a time-line for the project.

[illegible]

APPENDIX F.8.e

TRAINING FOR TRAINERS III

Who is this course for?

This course is for experienced trainers who have conducted many workshops with leaders of volunteer organizations and are interested in training other trainers in the Training for Trainers I and Training for Trainers II workshops or Skills topics. The emphasis will be on self-assessment and development of the trainer to become a Master Trainer, and on co-facilitating. This workshop will assist the individual in understanding what skills are involved in training other trainers and how to achieve competency in these skills through a self-directed learning plan. The purpose of this course is to give the trainers a chance to seriously consider becoming a Master Trainer.

To participate in this workshop you should:

- ° be very familiar with the concepts and material from Training for Trainers I and II;
- ° be interested in conducting more advanced training events, or becoming a Master Trainer;
- ° be committed to conducting workshops for the Skills Program.

What topic areas will be covered?

- ° a personal assessment of the trainer's knowledge and skill;
- ° learning style assessment by Dr. L. M. Guglielmina;
- ° co-facilitating;
- ° main areas of Training for Trainers workshops:
 - learning and training-style inventories
 - experiential learning cycle
 - group development
 - design method
 - facilitation
 - module content.

The focus will be on how to teach other trainers these concepts.

Appendix F.9

VOLUNTEER BOARD DEVELOPMENT PROGRAM
Referral of Trainers Guidelines

To ensure the quality control of the Volunteer Board Development Program, the Coordinator controls all referrals and disbursement of resource materials. The Coordinator refers the trainers most frequently whom she knows best.

HOW DOES THE COORDINATOR KNOW THE ABILITIES OF A TRAINER?

- She knows the trainers through the following:
 - a) observing their participation as learners at Training for Trainers I, II, and III, and in the Quality Workshop/Apprenticeship Project.
 - b) by reading their resume and completed and updated Resource Leader bank form.
 - c) by talking to them about types of workshops and clients they want to work on.
 - d) by hearing from them, information about workshops they are doing on their own.
 - e) by observing their performance personally or through other people and organizations in the Volunteer Board Development Program workshops.

HOW DOES THE COORDINATOR DECIDE WHICH TRAINER TO REFER?

- Referrals of trainers to volunteer organizations for workshops are made with consideration of the characteristics and needs of the organization. Many variables of the organization and trainer are considered and a match is recommended. Common variables we consider are:
 - level of development and sophistication of the volunteer organization and the trainer's experience with volunteer organizations at that level.
 - combination of topics volunteer organization requires in the custom design and trainer's experience in these topics.
 - age, learning style, personality of volunteer organization members and trainer.
 - fee and expenses volunteer organization can provide and how much needs assessment and consultation required -- trainers demonstrated willingness to work with these limitations.
 - availability of the volunteer organization and trainer.
 - business volunteer organization is in, ie. museums, sports, etc., and trainers experience in the area.

Referrals are made very subjectively and as quickly and conveniently as possible.

There is only one Coordinator who sets up 200 plus referrals for workshops plus works with Training for Trainers, Trainers Exchange and Administration in the Recreation Branch and National Skills Program for Management Volunteers.